

Roles of the Board and Executive Director

Agenda

- Part 1: The Organization
 - Part 2: The Board of Directors
 - Part 3: The Executive Director
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Part 1: The Organization

Why Main Street?

- Why was your organization founded?



Why Main Street?

- How did you decide Main Street was the way to accomplish that?



Why are you here?

- How did you first get involved?



Why are you here?

- What single outcome would you most like to see?



Your Main Street Organization

It can be a:

- **Catalyst:** incubate programs; build partnerships; plan success
 - **Leader:** model revitalization best practices; educate your owners; provide strategic thinking; attract resources; share success
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Your Main Street Organization

Requires:

- **Management:**

- On-going management;
 - Strategic response to economic changes,
 - Community initiated development;
 - Stability;
 - **Communication;**
 - **Commitment**
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Why Main Street Programs Go Under

THE WARNING SIGNS!

1. Failure to Plan
2. Staff-Driven Program
3. 4 Points Disregarded
4. No Leadership Rotation
5. Board of Directors Not Leading
6. Frequent Staff Turnover
7. Board's Unwillingness to Raise Funds
8. Poor Communication with Stakeholders (2-way)
9. Little action
10. Lack of innovation



Organizational Structure of a Main Street Program

1. **Working board** for organizational and program stewardship.
 2. **Paid staff** for day-to-day management and coordination.
 3. **Extensive volunteer committee system** for implementation.
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Part 2: The Board of Directors

Hallmarks of a Successful Board

People are attracted to organizations that are:

- Well-run and well-organized
- Fun to be part of
- Doing important things in the community
- Rewarding to serve on
- Successful
- And, that expect the best



Three Primary Duties of a Board Member

1. **Duty of Care** – Active, competent participation
 2. **Duty of Loyalty** – Act in best interests of the organization, honor its decisions, confidentiality
 3. **Duty of Obedience** – Behavior that is consistent with central goals of the organization
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A Board Member is:

- Trustworthy,
- Loyal,
- Helpful,
- Friendly,
- Courteous,
- Kind,
- Obedient,
- Cheerful,
- Thrifty,
- Brave



(Apologies to the Boys Scouts of America)

Key Differences Between Main Street Boards and Other Non-Profit Boards

- Main Street boards are both governing boards and working boards
 - Board deals with the present and the future
 - Volunteer driven, not staff driven
 - Board must take the lead in raising money and resources for the organization
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Functions of a Working Board

1. Lead the Organization
2. Ensure Board Effectiveness
3. Manage the Executive Director
4. Secure and Manage Resources
5. Maintain the Community Connection
6. Provide Stewardship of Volunteer Resources
7. Ensure and Enable Accountability

RESOURCE: www.boardsource.org

Lead the Organization

- Determine mission, vision, and advocate
- Maintain a strategic perspective and focus
- Establish Policy
- Provide advice and counsel to executive leadership and staff.

RESOURCE: www.nonprofitrisk.org

Ensure Board Effectiveness

- Recruit and select qualified, committed members
- Establish and monitor compliance with policies to guide board operations
- Clarify board roles and responsibilities

A Board Member's Basic Responsibilities

- Regularly attend and participate in Board meetings
 - Treat affairs of the organization with priority and as you would your own -- avoid conflict of interest
 - Review and understand financial statements
 - Know the policies and procedures -- be sure they are followed
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A Board Member's Basic Responsibilities

- Participate in retreats and development and implementation of annual **work plan**
- Participate in development of the **budget**; understand it and stay aware of its status
- Ensure committees you serve on report regularly



Manage Director's Performance

- Recruit, select, hire, and set compensation
- Develop employment contract and personnel policies
- Develop annual performance plan
- Provide regular performance direction
- Encourage professional development
- Have a succession plan



A Board Member's Basic Responsibilities

- Respect the need for the executive director to have ONE BOSS -- the Board President
 - Understand and respect the differences in the Board's role and staff's role -- be involved but avoid micro-managing
 - Recognize that staff can't, nor should they, do it all -- help with implementation of work plan
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Secure and Manage Resources

- Enable the organization to secure the necessary resources to accomplish mission, vision, and goals
- Allocate resources for efficiency and effectiveness
- Establish policies to safeguard and guide the use of resources and assets

Providing Financial Stewardship

- Work toward broad-based financial support
- Develop and implement an annual funding plan
- Establish a contribution level for Board members
- Establish annual contract with local government



Providing Financial Stewardship

- Maintain sufficient cash to pay for salary and expenses for at least three months
- Build and maintain sufficient cash reserves
- Develop a long-range investment plan
- Meet state and local solicitation requirements

A Board Member's Basic Responsibilities

- Financially support the organization
 - Actively participate in fundraising, in a role you are comfortable with
 - Help steer the organization toward developing diverse and sustainable funding
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Maintaining the Community Connection

- Work toward developing broad-based partnerships and volunteer support and involvement
 - Develop a public relations plan -- TV, radio, newspaper, cable, Internet, newsletters, signage, etc. -- once a week or month
 - Develop communications policies
 - Develop talking points
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A Board Member's Basic Responsibilities

- Be an educated ambassador -- know Main Street's accomplishments and plans for the future, and be ready to share them at every opportunity (elevator speech)
- Communicate the organizational message -- speak with one voice, don't air dirty laundry



Providing Stewardship of Volunteer Resources

- Develop volunteer job descriptions and/or annual letters of commitment
 - Develop volunteer management policies
 - Hold regular Board member and volunteer orientation and periodic training
 - Develop a Board skills matrix
 - Develop regular opportunities to celebrate successes
 - Develop tools and policies to allow for regular leadership succession and upward mobility of volunteers
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A Board Member's Basic Responsibilities

- Understand your role as a Board Member
 - Make a commitment you can honor, and honor that commitment
 - Be on the look-out for potential Board/committee members
 - Help with new Board member education (mentor)
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The Executive Committee

- Executive Committees (usually Pres, VP, Sec, & Treas.) can add much to an organization's overall effectiveness
 - Authority to act in place of Board until next Board meeting
 - However, it is often the most abused, improperly used committee of the organization
 - Duties should be spelled out in bylaws
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Responsibilities of the Executive Committee

Appropriate Roles:

- Act on behalf of the organization in truly time-sensitive matters
 - Streamline Board meetings by handling non-controversial, procedural matters
 - Represent organization when involving entire board not feasible or inappropriate
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Responsibilities of the Executive Committee

Executive Committee should:

- Take minutes from all meetings and have them approved at next Board meeting
- Always involve the full board or substantive or controversial issues
- Have the full board ratify any decisions the committee makes on its behalf

Responsibilities of the Board Chair

- Coordinate the preparation of the Work Plan
 - Coordinate committee reports back to Board
 - Conduct meetings
 - Identify/recruit volunteers
 - Main point of communication for the organization
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Responsibilities of the Board Chair

Meetings

- Start & end on time
- Develop agenda
- Clarify expectations
- Make sure all are heard
- Keep meeting focused on tasks and mission
- Meeting Records



Responsibilities of the Secretary

At the Meeting

- The secretary should record at each meeting:
 - Time, date & place of meeting
 - Name of chair and attendees
 - Decisions
 - Summary of reports
 - Copies of all documents presented

Part 3: The Executive Director

Major Responsibilities of the Executive Director

- Board administration and support
 - Program, product and service delivery
 - Financial, tax, risk and facilities management
 - Human Resource Management
 - Community and Public Relations Support
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Major Responsibilities of the Executive Director

- Coordinator
- Facilitator
- Instigator
- Communicator
- Quality Assurance
- Double Checker
- Organizational “Nudge”



Appropriate Roles of the Executive Director

Manager Do's:

- Coordinates activities
- Facilitates work planning
- Supports the chair as spokesperson or serves as spokesperson
- Coordinates organization's communication
- Conducts the orchestra

Manager Do Not's

- Become chief fundraiser
- Lead all meetings
- Answer directly to Board members
- Become the only public face of the organization
- Do all the work!



- Website - www.dhcd.virginia.gov/MainStreet
 - Blog - <https://dhcdvms.wordpress.com/>
 - National Main Street Center
 - www.mainstreet.org
 - Main Street Now Conference, Kansas City, MO, March 26-28, 2018
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